

Strategic Initiatives 2014: Clinical Mission

Outcomes Documented by:

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Strategic Priority 1: Organization Goal 1

Clinical Goal: Provide high-quality care that serves a diverse population

Achievements since 2014:

New Programs with Community Partners:

- UHealth@JMH Urgent Care Centers – 8 planned; first opened on September 19, 2016. Second to open January 9, 2017
- UHealth@Walgreens – Retail Urgent Care Clinics – 3 to open in Palm Beach County, 7 in Broward County and 7 in Miami Dade County in May 2017
- Patient access initiatives in 2014 and 2016 have led to growing patient volumes with improvement in wrvu/CFTE and encounters per CFTE.
- Patient experience had a more focused effort in 2015 with additional resources provided in FY17
 - Effort on defining expectations for faculty and staff during Town Hall meetings
 - 2016 reorganization of marketing with new leader who is also the patient experience officer
 - Additional resources places patient experience at the front of the marketing effort
 - Web redesign and increased presence in social media

Strategic Priority 2: Organization Goal 1

Clinical Goal: Expand clinical services and become a clinically integrated network that serves the comprehensive needs of its patient population

Achievements since 2014:

Increasing Scale:

- The medical group revised its By-Laws allowing non-faculty physician hires to be members of the medical group
- In 2016 we opened a new location for the Bascom Palmer Eye Institute in Naples, Florida. The associated ambulatory surgical center will open in 2017.
- We will be staffing 8 urgent care centers with the Jackson Health System in Miami Dade County (2 are opened as per SP1 Org 1)
- On December 5, 2016 we opened a new 225K square foot multidisciplinary clinic and ambulatory surgery center in Coral Gables.
- To date we have made the decision not to proceed with a Clinically Integrated Network model
- Implemented contracts with 4 managed Medicare plans evolving to a capitated risk taking plan.
- UHealth Brand Awareness Initiative:
 - A clear differentiation of the UHealth Brand was an initiative taken on in 2015 with the help of the Saatchi Group.
 - New ad campaign
 - Precision medicine spotlight series that airs on CBS4 every Tuesday
 - SCCC campaign focusing on how we are different and focused on individual patient
 - SCCC brand won Gold Award at Aster Awards
 - 37th Annual Telly Awards won in 2016
 - Silver for Sylvester Pink Flash Mob online video
 - Bronze for Sylvester "Tomorrow" TV commercial

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Strategic Priority 3: Organization Goal 2

Clinical Goal: Collect and Improve Clinical Outcomes

Achievements since 2014:

- Monthly meaningful use data by provider is distributed to each department with corrective action for those not performing well. Generally, the system is doing very well in this regard.
- We are currently signed up for reporting via a CMS certified qualified registry for CY 2016 (vendor previously named CeCity and currently Premier). UM will use Registry-group (GPRO) reporting option for 18 TINs and Registry-individual NPI reporting in 3 TINs.
- We are engaged in qualified clinical data registries that are approved by CMS. These engagements are in various stages and includes ophthalmology, cancer, neurology, radiology, ENT, anesthesiology, neurosurgery, and urology.
- In 2015 UMH with the assistance of PWC devised a comprehensive project plan to improve patient safety and quality at UMH. Much of the plan was achieved.
- HEDIS tracking for the managed care plans shared with the physicians and other team members.
- Improving Health Disparities in the community through efforts from the Department of Public Health Sciences, Department of Pediatrics (pediatrics mobile van clinic and school health initiative) and through the medical student UMMSM Wolfson Department of Community Service (DOCS)

Strategic Priority 3: Organization Goal 3

Clinical Goal: Rationalize the clinical cost structure while increasing patient access

Achievements since 2014:

- In early 2016, the Health System engaged BDC Health Care Advisors to help with this organizational goal.

Strategic Priority 4: Organization Goal 1

Clinical Goal: Develop an integrated infrastructure for all clinical activities

Achievements since 2014:

- Moving toward a service line oriented clinical enterprise
 - The first true service line for UHealth was in ophthalmology with the Bascom Palmer Eye Institute predating the second in Oncology that has progressed since 2014 under the leadership of the cancer center director, Dr. Steven Nimer
 - The second that has also progressed is the Miami Transplant Institute through an agreement with Jackson Memorial Hospital
 - In both models, the faculty appointment is in a home clinical department with management of all activities by the service line leader
- Future development will be through translational institutes reporting to a fund-raising board with a focus on team translational science with superb patient experience and outcomes
- We have made the decision to join all three hospitals under one license. We have received approval from all appropriate agencies and all the work to achieve this end has begun. Target for completion is June, 2017.
- All non-hospital out-patient clinics are preparing for Joint Commission Survey in 2017. An initial MOC site visit has occurred and remediation ongoing. We will be first non-hospital outpatient clinics in South Florida to be JC accredited.